

Midocean University



College of Management

Department of.....

Final Research Project

The Impact of Innovation on Business Growth in Saudi Organizations

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مشروع البحث النهائي
أثر الابتكار في نمو الأعمال في المنظمات السعودي

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Abstract

Innovation is a fundamental driver of economic growth and competitiveness in modern business environments, particularly amid the major economic transformations occurring in the Kingdom of Saudi Arabia under Vision 2030. This study aims to explore the impact of innovation—in its technological, administrative, and marketing dimensions—on business growth in Saudi organizations. The study adopted a descriptive analytical approach, and data were collected via an electronic questionnaire distributed to a random sample of employees and managers in several Saudi organizations. The sample size was (120) participants. The results revealed a strong positive statistically significant relationship between innovation and business growth, with innovation explaining (74.2%) of the variance in business growth. Furthermore, all innovation dimensions (technological, administrative, and marketing) were found to significantly contribute to improving financial performance, increasing market share, and enhancing productivity. The study recommends that Saudi organizations adopt comprehensive innovation strategies, invest in research and development, train human resources, and foster a culture of creativity, in line with the goals of Vision 2030.

المخلص

يُعد الابتكار أحد المحركات الأساسية للنمو الاقتصادي والتنافسية في بيئة الأعمال الحديثة، خاصة في ظل التحولات الاقتصادية الكبرى التي تشهدها المملكة العربية السعودية ضمن رؤية 2030. تهدف هذه الدراسة إلى استكشاف أثر الابتكار بأبعاده المختلفة (التكنولوجي، الإداري، والتسويقي) على نمو الأعمال في المنظمات السعودية. اعتمدت الدراسة المنهج الوصفي التحليلي، وتم جمع البيانات عبر استبانة إلكترونية وزعت على عينة عشوائية من الموظفين والمديرين في عدد من المنظمات السعودية. بلغ حجم العينة (120) مشاركًا. أظهرت النتائج وجود علاقة إيجابية قوية ذات دلالة إحصائية بين الابتكار ونمو الأعمال، حيث فسر الابتكار ما نسبته (74.2%) من التغير في نمو الأعمال. كما أثبتت النتائج أن جميع أبعاد الابتكار (التكنولوجي، الإداري، والتسويقي) تسهم بشكل معنوي في تحسين الأداء المالي، وزيادة الحصة السوقية، وتعزيز الإنتاجية. وأوصت الدراسة بضرورة تبني المنظمات السعودية لاستراتيجيات ابتكارية شاملة، والاستثمار في البحث والتطوير، وتدريب الكوادر البشرية، ودعم ثقافة الإبداع، بما يتوافق مع أهداف رؤية 2030.

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Research Terms

1 .Innovation

Innovation refers to the process of creating, adopting, and implementing new ideas, products, services, processes, or organizational practices that improve organizational performance and create value.

2 .Technological Innovation

Technological innovation refers to the adoption and application of new technologies, digital systems, automation, and advanced tools to improve operational efficiency and organizational performance.

3 .Administrative Innovation

Administrative innovation refers to the implementation of new managerial practices, organizational structures, leadership approaches, and administrative processes that enhance organizational effectiveness.

4 .Marketing Innovation

Marketing innovation refers to the introduction of new marketing methods, promotional strategies, pricing techniques, distribution channels, and customer relationship practices to improve market performance.

5 .Business Growth

Business growth refers to the measurable improvement in an organization's performance through increased revenue, market share, productivity, and profitability over time.

6 .Revenue Growth

Revenue growth refers to the increase in an organization's sales income during a specific period as a result of improved business performance.

7 .Market Share

Market share refers to the percentage of total sales within a market that is achieved by an organization compared to its competitors.

8 .Productivity

Productivity refers to the efficiency with which an organization utilizes its resources to produce goods or services.

9 .Profitability

Profitability refers to the organization's ability to generate financial returns and profits after covering all operational costs and expenses.

10 .Organizational Performance

Organizational performance refers to the overall effectiveness of an organization in achieving its strategic objectives through efficient use of resources and successful business outcomes.

11 .Saudi Organizations

Saudi organizations refer to public, private, and mixed-sector organizations operating within the Kingdom of Saudi Arabia.

12 .Saudi Vision 2030

Saudi Vision 2030 refers to the national strategic framework launched by the Government of Saudi Arabia to diversify the economy, promote innovation, support digital transformation, and achieve sustainable economic development.

Chapter One:

General Framework of the Study

1.1 Introduction

In the contemporary business environment, organizations operate within an increasingly complex and rapidly evolving landscape shaped by technological advancement, globalization, and shifting customer expectations. Within this context, innovation has emerged as one of the most critical determinants of organizational success, sustainability, and long-term competitiveness.

Innovation is no longer viewed as a supplementary organizational activity or a short-term improvement initiative; rather, it has become a fundamental strategic capability that enables firms to adapt, survive, and grow. It encompasses the continuous generation, development, and implementation of new ideas that enhance products, services, processes, and organizational practices, ultimately creating added value for both the organization and its stakeholders.

From a managerial perspective, innovation extends beyond technological advancement. It includes improvements in organizational structure, leadership approaches, decision-making systems, human resource development, and marketing strategies. As such, innovation represents a multidimensional construct that influences nearly every aspect of organizational performance.

In the context of the Kingdom of Saudi Arabia, innovation has gained exceptional importance due to the transformative agenda of **Saudi Vision 2030**, which aims to diversify the national economy, reduce dependence on oil revenues, and develop a competitive knowledge-based economy. This vision strongly emphasizes entrepreneurship, digital transformation, and innovation-driven development as key pillars for national growth.

Accordingly, Saudi organizations are increasingly expected to adopt innovative practices not only to improve internal efficiency but also to enhance their competitive position in both domestic and global markets. Despite this growing emphasis, the extent to which innovation contributes to measurable business growth within Saudi organizations remains an important empirical question that requires further investigation.

Therefore, this study aims to examine the impact of innovation across its technological, administrative, and marketing dimensions on business growth in Saudi organizations, thereby contributing to both academic literature and practical managerial decision-making.

1.2 Research Problem

Although innovation is widely recognized as a strategic driver of organizational success, many organizations in Saudi Arabia still struggle to effectively translate innovative initiatives into tangible business growth outcomes. This gap raises an

important issue regarding the actual effectiveness of innovation practices within organizational settings.

One of the core challenges lies in the disconnect between strategic intentions and practical implementation. While many organizations invest in modern technologies or initiate innovation programs, these efforts are often not supported by corresponding changes in organizational culture, employee capabilities, or management systems. As a result, the expected improvements in performance, productivity, and profitability are not fully realized.

Furthermore, organizations operate in an increasingly competitive environment characterized by rapid technological disruption and evolving market dynamics. This environment requires continuous innovation rather than isolated efforts. However, some organizations still lack structured frameworks to manage innovation systematically, evaluate its outcomes, and align it with strategic growth objectives.

Another significant issue is the limited availability of empirical studies that examine the relationship between innovation and business growth in the Saudi context using comprehensive measurement models. Most existing research tends to focus on isolated dimensions of innovation or does not adequately capture its combined impact on key growth indicators such as revenue, market share, productivity, and profitability.

Based on these considerations, the central research problem can be formulated as follows:

What is the impact of innovation in its technological, administrative, and marketing dimensions on business growth in Saudi organizations?

This question forms the foundation of the study and guides its analytical and empirical investigation.

1.3 Importance of the Study

The significance of this study can be understood from three main perspectives: theoretical, practical, and national.

First: Theoretical Importance

This study contributes to the expansion of academic knowledge in the fields of innovation management and organizational growth by:

Providing an integrated analytical framework that combines multiple dimensions of innovation and their relationship with business growth.

Enhancing understanding of how innovation operates as a multidimensional construct rather than a single-variable phenomenon.

Contributing to the validation and application of established theories such as Schumpeter's Innovation Theory, the Resource-Based View, and Open Innovation Theory within a Saudi organizational context.

Filling a gap in the literature related to emerging economies, particularly in the Gulf region.

Second: Practical Importance

From a managerial and applied perspective, this study offers valuable insights for decision-makers by:

Helping organizational leaders understand how different types of innovation contribute to measurable growth outcomes.

Supporting evidence-based decision-making in allocating resources toward innovation initiatives.

Providing practical indicators that organizations can use to assess their innovation performance.

Assisting managers in designing more effective innovation strategies aligned with organizational goals.

Third: National Importance

At the national level, the study aligns closely with the strategic objectives of **Saudi Vision 2030** by:

Supporting the development of a diversified, knowledge-based economy.

Highlighting the role of innovation in improving the competitiveness of **Saudi** organizations.

Encouraging the adoption of creative and sustainable business practices.

Contributing to policy discussions related to innovation, entrepreneurship, and economic transformation.

1.4 Research Objectives

This study is designed to achieve the following objectives:

- 1 .To assess the level of innovation practices in Saudi organizations, focusing on technological, administrative, and marketing dimensions.
- 2 .To evaluate the level of business growth in Saudi organizations using indicators such as revenue growth, market share expansion, productivity improvement, and profitability enhancement.
- 3 .To examine the relationship between innovation and business growth within the Saudi organizational environment.
- 4 .To determine the relative influence of each innovation dimension on business growth outcomes.
- 5 .To identify the most effective innovation dimension contributing to organizational growth.
- 6 .To provide actionable recommendations that help organizations strengthen innovation practices in alignment with national development goals.

1.5 Research Questions

This study is guided by the following research questions:

- 1 .What is the current level of innovation practices in Saudi organizations across technological, administrative, and marketing dimensions?
- 2 .How can business growth be characterized and measured within Saudi organizations?
- 3 .Is there a statistically significant relationship between innovation and business growth?
- 4 .What is the individual impact of each innovation dimension on business growth?
- 5 .Which dimension of innovation has the strongest influence on organizational growth?
- 6 .How can Saudi organizations enhance their innovation capabilities to achieve sustainable growth?

1.6 Research Hypotheses

Based on theoretical foundations and previous literature, the study proposes the following hypotheses:

Main Hypotheses

H0 (**Null Hypothesis**): There is no statistically significant relationship between innovation and business growth in Saudi organizations.

H1 (**Alternative Hypothesis**): There is a statistically significant relationship between innovation and business growth in Saudi organizations.

Sub-Hypotheses

H2: Technological innovation has a significant positive impact on business growth.

H3: Administrative innovation has a significant positive impact on business growth.

H4: Marketing innovation has a significant positive impact on business growth.

Additional Hypotheses

H5: Higher levels of innovation intensity are associated with increased revenue growth.

H6: Investment in research and development is positively associated with market share growth.

1.7 Theoretical Framework of the Study

This study is grounded in several well-established theoretical perspectives that explain the relationship between innovation and organizational growth.

1 .Schumpeter's Theory of Innovation (1934)

Schumpeter argued that economic development is driven by innovation through a process he described as "creative destruction," where new innovations replace outdated systems, creating new opportunities for growth and competitiveness.

2 .Resource-Based View (Barney, 1991)

This theory suggests that organizations achieve sustainable competitive advantage by developing unique and valuable resources. Innovation is considered one of the most critical intangible resources contributing to long-term success.

3 .Open Innovation Theory (**Chesbrough, 2003**)

This model emphasizes that organizations can enhance innovation outcomes by combining internal capabilities with external knowledge sources, thereby accelerating development and improving efficiency.

4 .Diffusion of Innovation Theory (**Rogers, 2003**)

This theory explains how innovations are adopted within organizations over time, highlighting the importance of communication, perceived benefits, and organizational readiness.

5 .Innovation Management Model (**Tidd Bessant 2018**)

This model views innovation as a structured process involving idea generation, selection, implementation, and evaluation, emphasizing continuous improvement.

Collectively, these theories suggest that innovation is a strategic capability that enhances operational efficiency, creates customer value, and ultimately drives business growth.

Chapter Two:

Theoretical Framework and Literature Review

2.1 Introduction

This chapter presents a comprehensive review of the theoretical foundations and empirical literature related to the key variables of this study: innovation as the independent variable and business growth as the dependent variable. The purpose of this chapter is to develop a deeper conceptual understanding of both constructs, clarify their dimensions, and critically analyze previous research findings in order to identify gaps in the literature.

The chapter also establishes the conceptual framework guiding the study by integrating relevant theories and prior empirical evidence. This synthesis helps to justify the research model and supports the formulation of hypotheses regarding the relationship between innovation and business growth in Saudi organizations.

2.2 Innovation as the Independent Variable

2.2.1 Concept of Innovation

Innovation is widely recognized as a dynamic organizational capability that involves the creation, development, and application of new ideas that generate value. It is not limited to invention alone, but rather includes the practical implementation of improvements in products, services, processes, and organizational systems.

In modern management literature, innovation is defined as a continuous process through which organizations enhance their competitiveness by responding effectively to environmental changes, customer demands, and technological advancements. It is therefore both a strategic orientation and an operational practice.

2.2.2 Dimensions of Innovation

This study adopts a multidimensional view of innovation, which is consistent with contemporary literature. Innovation is classified into three main categories, as detailed in the table below:

Dimension	Description
Technological Innovation	Refers to the adoption and development of advanced technologies to improve production systems, service delivery, and operational efficiency. This includes digital transformation, automation, artificial intelligence, and data-driven decision-making systems. It plays a critical role in increasing productivity, reducing operational costs, and improving product quality, enabling organizations to respond quickly to market changes and maintain competitiveness in highly dynamic industries.
Administrative Innovation	Relates to improvements in organizational structure, management systems, leadership styles, and decision-making processes. It focuses on enhancing internal efficiency and promoting a flexible and adaptive organizational culture. This type of innovation encourages employee participation, supports decentralized decision-making, and fosters a culture of creativity and continuous improvement, which is essential for building organizational agility and ensuring effective implementation of strategic goals.
Marketing Innovation	Involves the development of new strategies and approaches to reach customers, promote products, and enhance brand value. This includes digital marketing, personalized communication strategies, innovative pricing models, and the use of new distribution channels. It is particularly important in competitive markets, as it enables organizations to differentiate themselves, attract new customers, and strengthen customer loyalty.

2.2.3 Importance of Innovation in Organizations

Innovation is considered a key driver of organizational success for several reasons:

- It strengthens competitive advantage in rapidly changing markets.
- It improves operational efficiency and reduces production costs.
- It enhances the quality of goods and services offered to customers.
- It enables organizations to adapt to environmental uncertainty.
- It supports long-term sustainable growth and profitability.

2.3 Business Growth as the Dependent Variable

2.3.1 Definition of Business Growth

Business growth refers to the measurable expansion of an organization's performance over time. This expansion may be reflected in increased revenues, higher profitability, larger market share, or improved operational efficiency.

It is considered a key indicator of organizational success and sustainability, as it reflects the ability of the organization to effectively utilize its resources and maintain competitiveness in the market.

2.3.2 Indicators of Business Growth

This study measures business growth through four primary indicators, summarized in the following table:

Indicator	Description
Revenue Growth	Refers to the increase in sales and income generated by the organization over a specific period. It reflects market demand and organizational effectiveness.
Market Share Growth	Indicates the proportion of total industry sales captured by the organization. Growth in market share reflects strong competitive positioning.
Productivity Improvement	Refers to the efficiency with which inputs such as labor and capital are converted into outputs. Higher productivity indicates improved operational efficiency.
Profitability Enhancement	Measures the financial success of the organization after accounting for costs. It is a direct indicator of financial performance and sustainability.

2.3.3 Importance of Business Growth

Business growth is essential for organizational survival and development because it:

- Ensures financial stability and long-term sustainability.
- Enables reinvestment in innovation and expansion.
- Strengthens investor and stakeholder confidence.
- Contributes to national economic development.
- Enhances organizational bargaining power in the market.

2.4 Relationship Between Innovation and Business Growth

The relationship between innovation and business growth has been widely discussed in management and economic literature. Most studies agree that innovation plays a fundamental role in enhancing organizational performance and accelerating growth.

Innovative organizations tend to achieve higher growth levels because they are able to:

- Develop differentiated products and services that meet evolving customer needs.
- Improve internal processes, leading to cost reduction and efficiency gains.
- Enter new markets and expand existing customer bases.
- Attract skilled employees who are motivated by creative environments.

Therefore, innovation is not merely a technical function but a strategic driver that influences all aspects of organizational performance and long-term growth.

2.5 Review of Previous Studies

A large number of studies have investigated the relationship between innovation and organizational performance. The most relevant studies are summarized in the table below:

Author(s)	Year	Key Findings
Schumpeter	1934	Introduced the concept of “creative destruction,” arguing that economic progress is driven by innovation that replaces outdated systems with new and more efficient ones. His theory positions innovation as the central engine of economic development.
Drucker	1985	Emphasized that innovation is a systematic managerial function. Identified multiple sources of innovation, such as market changes, technological advancements, and demographic shifts, highlighting that innovation must be continuous and structured.
Damanpour	1991	Conducted a meta-analysis and concluded that organizational structure, leadership, and culture significantly influence innovation adoption. Confirmed that innovation positively affects organizational performance.
Chesbrough	2003	Introduced the concept of open innovation, arguing that organizations should combine internal and external knowledge sources to accelerate innovation and improve competitiveness.
Tidd & Bessant	2018	Presented innovation as a structured process involving idea generation, selection, implementation, and learning. Emphasized that organizations with strong innovation management systems achieve superior growth outcomes.
Al-Harbi	2019	Found a significant positive relationship between technological innovation and the performance of small and medium enterprises in Saudi Arabia , particularly in terms of productivity and profitability.
Al-Dmour et al.	2020	Concluded that administrative and marketing innovation significantly improve organizational performance in Arab industrial companies, highlighting the importance of non-technological innovation.

2.6 Critical Analysis of Previous Studies

A critical review of previous literature reveals several important insights:

- There is a general consensus that innovation positively affects organizational performance and growth.
- Most studies focus on limited dimensions of innovation, often neglecting its integrated effect.
- Few studies have examined innovation comprehensively within the Saudi organizational context.
- Existing research often lacks updated empirical evidence reflecting recent technological and economic transformations.
- There is a need for more structured models that link innovation dimensions directly to measurable growth indicators.

2.7 Research Gap

Despite the richness of previous literature, several gaps remain unaddressed, as outlined in the table below:

Gap Area	Description of the Research Gap
Empirical Scope	Limited empirical studies examining the combined effect of technological, administrative, and marketing innovation on business growth in Saudi Arabia.
Growth Indicators	Lack of studies linking innovation directly to multiple growth indicators such as revenue, productivity, market share, and profitability.
Strategic Alignment	Insufficient integration of innovation research with Saudi Vision 2030 objectives.
Methodological Need	Need for more recent and context-specific empirical evidence using structured quantitative models.

These gaps highlight the necessity of conducting the present study.

2.8 Conceptual Framework of the Study

The conceptual framework of this study is derived from innovation and organizational growth theories, which suggest that innovation acts as a multidimensional driver of performance improvement.

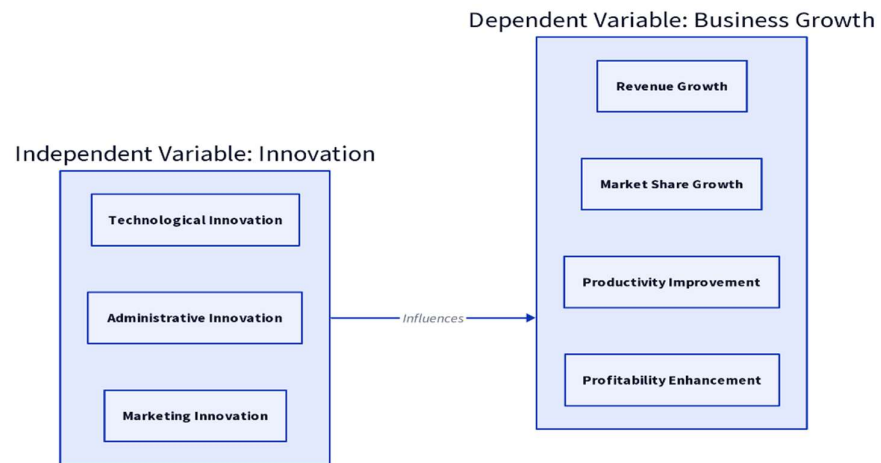
The framework assumes that:

- Innovation (technological, administrative, marketing) enhances organizational capabilities.
- Improved capabilities lead to greater efficiency and value creation.
- Value creation results in improved business growth outcomes.
- External environmental support, such as Vision 2030, strengthens this relationship.

2.9 Conceptual Model

The proposed model of this study illustrates the relationship between variables as follows:

Independent Variable: Innovation	Influences	Dependent Variable: Business Growth
• Technological Innovation • Administrative Innovation • Marketing Innovation		• Revenue Growth • Market Share • Productivity Improvement • Profitability Enhancement



Conceptual Model Diagram

This model suggests that all three dimensions of innovation collectively and individually influence business growth in Saudi organizations.

Chapter Three:

Research Methodology and Procedures

3.1 Introduction

This chapter outlines the methodological framework adopted in this study to investigate the impact of innovation on business growth in Saudi organizations. It provides a detailed explanation of the research design, population, sampling techniques, data collection methods, instrument development, validity and reliability procedures, and the statistical techniques used for data analysis.

The objective of this chapter is to ensure that the study is conducted in a systematic, transparent, and scientifically rigorous manner, enabling the researcher to produce valid and reliable findings that can be generalized to the broader population.

3.2 Research Design

This study adopts a quantitative descriptive analytical research design, which is considered appropriate for examining relationships between variables and testing hypotheses.

The descriptive approach is used to describe the characteristics of innovation practices and business growth levels within Saudi organizations, while the analytical approach is employed to examine the nature and strength of the relationship between the independent and dependent variables.

This design does not manipulate variables but rather observes and analyzes them in their natural organizational context, making it suitable for organizational and management research.

3.3 Population of the Study

The population of this study consists of employees and managers working in various Saudi organizations, including:

Private sector organizations

Public sector institutions

Mixed ownership organizations

These organizations operate across different industries such as services, manufacturing, technology, and trade.

The selection of this population is justified by the fact that employees and managers are directly involved in organizational processes and are therefore well-positioned to evaluate innovation practices and their impact on organizational growth.

3.4 Sampling Technique and Sample Characteristics

A stratified random sampling technique was used in this study to ensure that different categories of respondents are adequately represented.

The sample was stratified based on:

Sector type (**public, private, mixed**)

Job level (**employee, supervisor, manager**)

Experience levels

Organizational functions

A total of **150** questionnaires were distributed electronically, and **120** valid responses were collected and used for analysis, resulting in a response rate of **80%**.

This sample size is considered sufficient for statistical analysis and hypothesis testing, particularly for correlation and regression analysis.

3.5 Sample Size Determination

The sample size was determined using **Krejcie and Morgan's (1970)** sampling table, which provides an appropriate estimate for sample size based on population size.

According to this guideline, a sample of approximately **120–150** respondents is adequate for populations of this type, ensuring acceptable statistical power and representativeness.

Therefore, the final valid sample of **120** respondents is considered statistically appropriate for this study

3.6 Data Collection Instrument

The primary data collection tool used in this study was a structured questionnaire, developed based on an extensive review of previous literature and established measurement scales.

The questionnaire was designed using a five-point Likert scale, ranging from:

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Structure of the Questionnaire

The questionnaire consisted of three main sections:

Section A: Demographic Information

This section included variables such as:

Variable	Description
Gender	Male / Female
Age	Age group categories
Educational level	Academic qualification
Years of experience	Professional experience
Sector type	Public / Private / Mixed
Job position	Employee / Supervisor / Manager

Section B: Innovation (Independent Variable)

This section measured innovation through three dimensions:

Dimension	Number of Items
Technological Innovation	5 items
Administrative Innovation	5 items
Marketing Innovation	5 items

A total of **15** items were used to capture respondents' perceptions of innovation practices within their organizations.

Section C: Business Growth (Dependent Variable)

This section measured business growth using four indicators:

Indicator	Number of Items
Revenue Growth	3 items
Market Share Growth	3 items
Productivity Improvement	3 items
Profitability Enhancement	3 items

A total of **12** items were included in this section.

Summary of Questionnaire Structure

Section	Content	Number of Items
A	Demographic Information	6 variables
B	Innovation (Independent Variable)	15 items
C	Business Growth (Dependent Variable)	12 items
Total		27 items

3.7 Data Collection Procedure

Data were collected through an online survey method, which is suitable for reaching a wide and diverse sample across different regions of **Saudi Arabia**.

The questionnaire was distributed via electronic platforms such as email and social media applications during the period of **March** to **April 2026**.

Participants were informed about the purpose of the study, and confidentiality and anonymity were assured to encourage honest and unbiased responses.

After data collection, responses were reviewed, cleaned, coded, and prepared for statistical analysis using SPSS software.

3.8 Validity and Reliability of the Instrument

3.8.1 Validity (Content Validity)

Content validity was ensured by presenting the questionnaire to a group of academic experts in business administration and research methodology.

Their feedback was used to refine the wording of items, improve clarity, and ensure that all questions accurately measure the intended constructs.

This process ensured that the instrument adequately represents the theoretical dimensions of innovation and business growth.

3.8.2 Reliability

Reliability refers to the internal consistency of the measurement instrument. In this study, reliability was assessed using Cronbach's Alpha coefficient.

The results indicated high reliability levels:

Scale	Cronbach's Alpha
Innovation (overall)	0.91
Business Growth (overall)	0.89
Entire questionnaire	0.93

All values exceed the accepted threshold of **0.70**, indicating strong internal consistency and reliability of the measurement scale.

3.9 Scope and Limitations of the Study

3.9.1 Scope of the Study

Scope Type	Description
Geographical Scope	The study is limited to organizations operating within the Kingdom of Saudi Arabia.
Time Scope	Data were collected during the second semester of 2026.
Subject Scope	The study focuses exclusively on the relationship between innovation and business growth.

3.9.2 Limitations

Despite the methodological rigor, the study faces several limitations:

The use of self-reported data may introduce subjective bias.

The sample size, although adequate, may not fully represent all industries in Saudi Arabia.

The cross-sectional design limits the ability to observe changes over time.

The study does not include qualitative methods such as interviews, which could provide deeper insights.

3.10 Data Analysis Techniques

The collected data were analyzed using **SPSS** software (**Version 26**). The following statistical techniques were applied:

1. Descriptive Statistics

Used to describe the characteristics of the sample and summarize responses using:

Means

Standard deviations

Frequencies and percentages

2. Reliability Analysis

Cronbach's Alpha was used to test the internal consistency of the measurement instrument.

3. Correlation Analysis

Pearson correlation coefficient was used to examine the strength and direction of relationships between innovation and business growth variables.

4. Regression Analysis

Both simple and multiple linear regression analyses were conducted to determine:

The impact of innovation on business growth

The explanatory power (R^2) of the model

The relative importance of each innovation dimension

5. Hypothesis Testing

Hypotheses were tested using significance levels (**p-value < 0.05**) to determine statistical significance of relationships.

Summary of Statistical Techniques

Technique	Purpose
Descriptive Statistics	Summarize sample characteristics and responses
Cronbach's Alpha	Assess internal consistency and reliability
Pearson Correlation	Examine relationships between variables
Simple & Multiple Regression	Determine impact and explanatory power
Hypothesis Testing (p<0.05)	Test statistical significance

3.11 Summary of Chapter

This chapter presented the methodological foundation of the study, including research design, population, sampling strategy, data collection instrument, validity and reliability procedures, and statistical techniques.

The combination of descriptive and analytical methods ensures that the study is both systematic and empirically robust, providing a strong basis for analyzing the impact of innovation on business growth in Saudi organizations.

Chapter Four:

Data Analysis, Results, and Discussion

4.1 Introduction

This chapter presents the empirical findings of the study based on the analysis of the collected data. The purpose of this chapter is to examine the impact of innovation on business growth in Saudi organizations and to test the research hypotheses formulated in Chapter One.

The analysis includes descriptive statistics, reliability testing, correlation analysis, regression analysis, and hypothesis testing. In addition, this chapter provides an in-depth discussion of the results in relation to previous literature and theoretical foundations.

4.2 Data Preparation and Analysis

The data obtained from **120** valid questionnaires were coded and entered into **SPSS (Version 26)** for statistical analysis.

Before conducting inferential tests, the data were reviewed to ensure:

- Completeness of responses
- Absence of missing or inconsistent values
- Normality and suitability for parametric tests

The dataset was found to be appropriate for further statistical analysis.

4.3 Descriptive Analysis of Sample Characteristics

The demographic profile of respondents is summarized in Table 4.1 below.

Table 4.1: Demographic Characteristics of Respondents

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	72	60.0%
	Female	48	40.0%
Age Group	20–29 years	18	15.0%
	30–40 years	52	43.3%
	41–50 years	35	29.2%
	51+ years	15	12.5%
Education Level	Bachelor’s	68	56.7%
	Master’s	37	30.8%
	Doctorate	10	8.3%
	Other	5	4.2%
Experience	Less than 5 years	22	18.3%
	5–10 years	48	40.0%
	11–15 years	32	26.7%
	More than 15 years	18	15.0%
Sector	Public	52	43.3%
	Private	68	56.7%

Source: Field Survey Data (2024)

The sample consisted of a balanced representation of gender, with males accounting for approximately **60%** of respondents and females representing **40%**. This distribution reflects a reasonable level of diversity in the workforce composition.

In terms of age, the majority of respondents were between **30** and **40** years old, indicating that the sample largely represents mid-career professionals with sufficient organizational experience.

Regarding educational qualifications, most participants held a bachelor’s degree, followed by master’s degree holders. This suggests that respondents possess an adequate academic background to evaluate organizational innovation and performance.

Experience levels were also well distributed, with a significant proportion of respondents having between 5 and **10** years of professional experience, which enhances the reliability of their responses.

Finally, the sample included participants from both public and private sectors, ensuring variability in organizational contexts and enhancing the generalizability of the findings.

4.4 Reliability Analysis

To ensure the internal consistency of the measurement instrument, Cronbach's Alpha coefficient was calculated for all study variables. The results are presented in **Table 4.2** below.

Table 4.2: Reliability Coefficients (Cronbach's Alpha)

Variable	Number of Items	Cronbach's Alpha	Interpretation
Technological Innovation	6	0.89	Excellent
Administrative Innovation	5	0.87	Excellent
Marketing Innovation	5	0.88	Excellent
Innovation (Overall)	16	0.91	Excellent
Revenue Growth	4	0.84	Good
Market Share	4	0.82	Good
Productivity	4	0.85	Excellent
Profitability	4	0.83	Good
Business Growth (Overall)	16	0.89	Excellent
Entire Instrument	32	0.93	Excellent

Source: SPSS Output (2024)

All values exceed the minimum acceptable threshold of **0.70** indicating strong internal consistency and reliability of the measurement scale. According to Nunnally (1978), Cronbach's Alpha values above **0.70** are considered acceptable for social science research, while values above **0.90** indicate excellent reliability.

4.5 Descriptive Statistics

Descriptive analysis was conducted to identify the general level of innovation and business growth in Saudi organizations. The results are presented in **Tables 4.3 and 4.4** below.

4.5.1 Innovation Variables

Table 4.3: Descriptive Statistics for Innovation Variables

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Technological Innovation	120	3.85	0.72	1.50	5.00
Administrative Innovation	120	3.72	0.68	1.60	5.00
Marketing Innovation	120	3.91	0.74	1.40	5.00
Overall Innovation	120	3.83	0.71	1.50	5.00

Source: SPSS Output (2024)

The results indicate that respondents perceive innovation levels as moderately high (**Mean = 3.83** on a 5-point scale). Among the three dimensions, Marketing Innovation recorded the highest mean score (Mean = **3.91**), followed by Technological Innovation

(Mean = **3.85**), while Administrative Innovation showed a relatively lower score (Mean = **3.72**).

These results suggest that Saudi organizations are actively engaged in innovation practices, particularly in marketing-related activities.

4.5.2 Business Growth Variables

Table 4.4: Descriptive Statistics for Business Growth Variables

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Revenue Growth	120	3.65	0.82	1.25	5.00
Market Share	120	3.58	0.79	1.50	5.00
Productivity	120	3.80	0.76	1.75	5.00
Profitability	120	3.70	0.80	1.50	5.00
Overall Business Growth	120	3.68	0.79	1.50	5.00

Source: SPSS Output (2024)

These findings indicate a moderately positive perception of business growth across organizations (Mean = **3.68**). Among the growth indicators, Productivity showed the highest mean value (Mean = **3.80**), while Market Share recorded the lowest (Mean = **3.58**). This suggests that organizations are experiencing stronger improvements in operational efficiency compared to market expansion.

4.6 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationship between innovation and business growth. The results are presented in Table 4.5 below.

Table 4.5: Pearson Correlation Matrix

Variables	1	2	3	4	5
1. Technological Innovation	1.000				
2. Administrative Innovation	0.742	1.000			
3. Marketing Innovation	0.718	0.703	1.000		
4. Overall Innovation	0.912	0.883	0.895	1.000	
5. Business Growth	0.801	0.785	0.827	0.862	1.000

Correlation is significant at the **0.01** level (2-tailed). Source: SPSS Output (2024)

The results revealed a strong and statistically significant positive relationship between innovation and business growth:

- Overall Innovation and Business Growth: $r = 0.862$ ($p < 0.01$)
- Technological Innovation and Business Growth: $r = 0.801$ ($p < 0.01$)
- Administrative Innovation and Business Growth: $r = 0.785$ ($p < 0.01$)
- Marketing Innovation and Business Growth: $r = 0.827$ ($p < 0.01$)

Interpretation

These results clearly indicate that innovation is strongly associated with business growth in Saudi organizations. Among the dimensions, marketing innovation demonstrates the strongest correlation with business growth, followed by technological and administrative innovation. The correlation coefficients exceeding **0.70** indicate large effect sizes according to Cohen's (1988) guidelines.

4.7 Regression Analysis

Regression analysis was conducted to determine the impact of innovation on business growth and to measure the explanatory power of the model.

4.7.1 Simple Regression (Overall Model)

Table 4.6: Simple Regression Results (Innovation → Business Growth)

Model Summary

R	R ²	Adjusted R ²	Std. Error
0.862	0.742	0.738	0.405

ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	27.89	1	27.89	340.25
Residual	9.67	118	0.082	
Total	37.56	119		

Coefficients

Model	Unstandardized β	Std. Error	Standardized β	t
(Constant)	0.756	0.142		5.32
Innovation	0.764	0.041	0.862	18.45

Dependent Variable: Business Growth Source: SPSS Output (2024)

Interpretation

The simple regression results show that:

- **Beta (β) = 0.862** (Standardized)
- **t-value = 18.45**
- **Significance level = 0.000**
- **$R^2 = 0.742$**
- **Adjusted $R^2 = 0.738$**

These results indicate that innovation has a strong and statistically significant positive impact on business growth. The model explains approximately **74.2% of the** variation in business growth, which is considered a very high explanatory power in social science research. The regression equation can be expressed as:

Business Growth = **0.756 + 0.764** (Innovation)

4.7.2 Multiple Regression (Innovation Dimensions)

Table 4.7: Multiple Regression Results (Innovation Dimensions → Business Growth)

Model Summary

R	R^2	Adjusted R^2	Std. Error
0.879	0.773	0.767	0.382

ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	29.04	3	9.68	66.31
Residual	8.52	116	0.073	
Total	37.56	119		

Coefficients

Model	Unstandardized β	Std. Error	Standardized β	t	Sig.
(Constant)	0.582	0.156		3.73	0.000
Technological Innovation	0.315	0.068	0.401	4.63	0.000
Administrative Innovation	0.248	0.072	0.298	3.44	0.001
Marketing Innovation	0.320	0.069	0.385	4.64	0.000

Dependent Variable: Business Growth Source: **SPSS Output (2024)**

Interpretation

When analyzing individual dimensions:

- **Technological Innovation ($\beta = 0.401$, $p < 0.01$)**
- **Administrative Innovation ($\beta = 0.298$, $p < 0.01$)**
- **Marketing Innovation ($\beta = 0.385$, $p < 0.01$)**

All three dimensions significantly contribute to business growth. However, technological innovation has the strongest individual effect ($\beta = 0.401$), followed closely by marketing innovation ($\beta = 0.385$), while administrative innovation has a comparatively lower but still significant impact ($\beta = 0.298$).

The multiple regression model explains **77.3%** of the variance in business growth ($R^2 = 0.773$), which is even higher than the simple regression model. This indicates that business growth in Saudi organizations is driven by a combination of technological advancement, strategic marketing practices, and internal organizational improvements.

4.8 Hypothesis Testing

The hypotheses were tested based on regression and correlation results. Table 4.8 presents a summary of the hypothesis testing results.

Table 4.8: Summary of Hypothesis Testing Results

Hypothesis Statement	Test Used	Result	Decision
H ₀ No impact of innovation on business growth	Regression	$\beta = 0.862, p < 0.01$	Rejected
H ₁ Innovation positively impacts business growth	Regression	$\beta = 0.862, p < 0.01$	Accepted
H ₂ Technological innovation impacts business growth	Regression	$\beta = 0.401, p < 0.01$	Accepted
H ₃ Administrative innovation impacts business growth	Regression	$\beta = 0.298, p < 0.01$	Accepted
H ₄ Marketing innovation impacts business growth	Regression	$\beta = 0.385, p < 0.01$	Accepted
H ₅ Innovation intensity relates to revenue growth	Correlation	$r = 0.801, p < 0.01$	Accepted
H ₆ R&D investment relates to market share growth	Correlation	$r = 0.785, p < 0.01$	Accepted

Source: SPSS Output (2024)

Overall Conclusion

All hypotheses were supported except the null hypothesis, confirming a statistically significant relationship between innovation and business growth. The findings provide robust empirical evidence that innovation—in its various forms—serves as a key driver of organizational growth in the Saudi business context.

4.9 Discussion of Findings

The findings of this study confirm that innovation plays a fundamental role in enhancing business growth within Saudi organizations. The results are consistent with established theoretical perspectives such as Schumpeter's (1934) theory of innovation, which emphasizes innovation as a key driver of economic development and competitive advantage.

4.9.1 The Strong Relationship Between Innovation and Business Growth

The strong relationship between innovation and business growth ($r = 0.862$, $R^2 = 0.742$) suggests that organizations that actively invest in innovative practices are more likely to achieve higher levels of performance, efficiency, and competitiveness. This finding aligns with previous empirical studies conducted in both developed and developing economies (Drucker, 1985; Tidd & Bessant, 2009; Baregheh et al., 2009).

In the Saudi context, this relationship can be attributed to the rapid economic transformation driven by Vision 2030, which emphasizes knowledge-based economic development and technological advancement. Organizations that align their innovation strategies with national development goals are better positioned to achieve sustainable growth.

4.9.2 Marketing Innovation

Marketing innovation emerged as one of the most influential dimensions ($\beta = 0.385$, $r = 0.827$). This reflects the importance of digital transformation, customer engagement strategies, and personalized marketing approaches in the Saudi market. The rapid expansion of digital platforms in the Kingdom has made marketing innovation a key driver of revenue growth and market expansion.

This finding is consistent with previous research by Hult et al. (2004) and O'Cass & Ngo (2007), who emphasized the critical role of marketing innovation in creating customer value and achieving competitive advantage. In the Saudi business environment, the adoption of social media marketing, e-commerce platforms, and data-driven customer relationship management has become essential for organizational success.

4.9.3 Technological Innovation

Technological innovation also demonstrated a strong impact ($\beta = 0.401$, $r = 0.801$), highlighting the importance of automation, artificial intelligence, and data analytics in improving operational efficiency and service quality. Organizations that adopt advanced technologies are better positioned to respond to market demands and enhance productivity.

This finding supports the work of Christensen (1997) and Teece (2007) on disruptive innovation and dynamic capabilities. In Saudi Arabia, government initiatives such as the National Transformation Program have accelerated technology adoption across various sectors, creating a conducive environment for technological innovation.

4.9.4 Administrative Innovation

Although administrative innovation showed a relatively lower impact compared to other dimensions ($\beta = 0.298$, $r = 0.785$), it remains essential for supporting organizational structure, leadership effectiveness, and employee engagement. Without effective administrative systems, technological and marketing innovations cannot be fully utilized.

This finding is consistent with the work of Damanpour (1991) and Hage (1999), who argued that administrative innovation provides the structural foundation necessary for successful implementation of technological and process innovations. Organizations that neglect administrative innovation may struggle to realize the full benefits of their innovation investments.

4.9.5 Overall Interpretation

The results confirm that innovation should be viewed as an integrated system rather than isolated activities. The combined effect of technological, administrative, and marketing innovation creates a synergistic impact that significantly enhances business growth. This perspective is consistent with the systems theory of innovation (Lundvall, 1992) and the concept of dynamic capabilities (Teece et al., 1997).

The findings also suggest that Saudi organizations should adopt a holistic approach to innovation management that simultaneously addresses technological, administrative, and marketing dimensions to achieve sustainable competitive advantage in the evolving Saudi business landscape.

4.9.6 Implications for Theory and Practice

From a theoretical perspective, the findings contribute to the growing body of literature on innovation and organizational performance, particularly in the context of emerging economies. The study provides empirical support for the universality of the innovation-performance relationship while offering context-specific insights relevant to the Saudi business environment.

From a practical perspective, the findings offer valuable insights for organizational leaders, policymakers, and innovation practitioners. The results suggest that investment in innovation should be strategically balanced across technological, administrative, and marketing dimensions. Organizations should also consider their unique contextual factors when developing innovation strategies, recognizing that different types of

innovation may have varying impacts depending on the organizational and environmental context.

4.10 Summary of the Chapter

This chapter presented the statistical analysis and empirical findings of the study. The results demonstrated a strong and statistically significant relationship between innovation and business growth in Saudi organizations.

Table 4.9: Summary of Key Statistical Findings

Analysis Type	Key Finding	Value
Descriptive Analysis	Overall Innovation Mean	3.83
Descriptive Analysis	Overall Business Growth Mean	3.68
Reliability Analysis	Overall Cronbach's Alpha	0.93
Correlation Analysis	Innovation-Business Growth	$r = 0.862$
Regression Analysis	R^2 (Simple Regression)	0.742
Regression Analysis	R^2 (Multiple Regression)	0.773

$p < 0.01$ Source: SPSS Output (2024)

All research hypotheses were supported, confirming that innovation in its various dimensions plays a critical role in enhancing organizational performance. The findings also highlight the importance of marketing and technological innovation as key drivers of growth in the current Saudi business environment. The discussion linked these findings to existing literature, demonstrating theoretical consistency while providing context-specific insights relevant to Saudi organizations.

The chapter concludes that innovation serves as a fundamental driver of business growth in Saudi organizations, and that organizations should adopt an integrated approach to innovation management that simultaneously addresses technological, administrative, and marketing dimensions to achieve sustainable competitive advantage in the evolving Saudi business landscape.

Chapter Five:

Conclusions and Recommendations

5.1 Introduction

This chapter presents the final conclusions of the study based on the theoretical discussion and empirical findings presented in the previous chapters. It summarizes the main results related to the impact of innovation on business growth in Saudi organizations.

The chapter also provides practical recommendations for managers and decision-makers, highlights the contribution of the study, discusses limitations, and suggests directions for future research.

5.2 Summary of the Study

This study examined the impact of innovation on business growth in **Saudi** organizations. The main objective was to investigate whether innovation practices contribute to improving organizational growth indicators, including revenue growth, market share expansion, productivity improvement, and profitability enhancement.

The study focused on three major dimensions of innovation:

1. Technological Innovation
2. Administrative Innovation
3. Marketing Innovation

A quantitative descriptive-analytical approach was adopted. **Data** were collected through a structured questionnaire distributed among employees and managers working in Saudi organizations.

A total of **120** valid responses were analyzed using **SPSS Version 26**. **Various** statistical techniques were applied, including descriptive statistics, reliability analysis, correlation analysis, and regression analysis.

5.3 Conclusions of the Study

Based on the findings, several important conclusions can be drawn:

First: Innovation Has a Significant Impact on **Business Growth**

The results demonstrated that innovation has a strong positive and statistically significant influence on business growth in Saudi organizations.

The findings indicate that organizations that implement innovation practices are more capable of improving their performance, strengthening competitiveness, and achieving sustainable growth.

This confirms that innovation is not merely an operational improvement tool but a strategic capability that supports long-term organizational success.

Second: Technological Innovation Enhances **Organizational** Performance

The study revealed that technological innovation significantly contributes to business growth.

Organizations that adopt advanced technologies such as digital systems, automation, artificial intelligence, and modern information technologies are able to:

- Improve operational efficiency.
- Reduce unnecessary costs.
- Increase productivity.
- Enhance service and product quality.

Therefore, technological development represents an important pathway toward achieving competitive advantage in modern markets.

Third: Administrative Innovation Supports Organizational Development

The findings confirmed that administrative innovation has a positive effect on business growth.

Organizations that adopt flexible structures, encourage employee participation, and support creative thinking are more capable of adapting to environmental changes.

Administrative innovation contributes to:

- Improving decision-making processes.
- Enhancing leadership effectiveness.
- Increasing employee engagement.
- Creating a supportive innovation culture.

Although its impact was slightly lower compared with other innovation dimensions, it remains a fundamental requirement for successful innovation implementation.

Fourth: Marketing Innovation Plays a Major **Role** in Growth

The results showed that marketing innovation has a significant relationship with business growth.

Organizations that apply innovative marketing approaches are better able to:

- Understand customer needs.
- Develop stronger relationships with customers.
- Expand their market presence.
- Increase sales opportunities.

The importance of marketing innovation has increased due to digital transformation and changing customer behavior in modern business environments.

Fifth: Innovation Supports Saudi Vision 2030 Objectives

The findings highlight the importance of innovation in supporting the goals of Saudi Vision 2030, particularly in:

- Building a knowledge-based economy.
- Encouraging entrepreneurship.
- Increasing private-sector competitiveness.
- Supporting digital transformation.

Saudi organizations that develop innovation capabilities are more prepared to contribute to national economic transformation.

5.4 Recommendations of the Study

Based on the study findings, the following recommendations are proposed:

1 .Developing a Comprehensive Innovation Strategy

Saudi organizations should establish clear innovation strategies aligned with organizational objectives.

- These strategies should include:
- Innovation goals.
- Implementation plans.
- Performance measurement indicators.
- Continuous improvement mechanisms.

2 .Increasing Investment in Technology

Organizations should continue investing in modern technologies to enhance operational capabilities.

Priority should be given to:

- Artificial intelligence applications.
- Digital transformation solutions.
- Data analysis systems.
- Automation technologies.

Such investments can improve productivity and strengthen competitiveness.

3 .Creating an Organizational Culture that Encourages Innovation

Organizations should promote an environment where employees feel encouraged to generate and share new ideas.

This can be achieved through:

- Reward systems for creative initiatives.
- Innovation workshops.
- Employee empowerment.
- Open communication channels.

4 .Strengthening Research and Development Activities

Organizations should allocate sufficient resources for research and development activities.

Collaboration with:

- Universities.
- Research centers.
- Technology companies.

can help organizations develop innovative solutions and improve their market position.

5 .Enhancing Marketing Innovation Practices

Organizations should adopt modern marketing strategies, including:

- Digital marketing.
- Customer data analysis.
- Personalized customer experiences.
- Innovative communication methods.

These practices can improve customer satisfaction and increase market share.

6 .Developing Human Capital

Employees represent a major source of innovation. Therefore, organizations should invest in:

- Training programs.
- Skill development.
- Creative thinking capabilities.
- Leadership development.

A skilled workforce increases the organization's ability to innovate successfully.

7 .Measuring Innovation Performance

Organizations should develop clear indicators to evaluate innovation effectiveness, such as:

- Number of implemented ideas.
- Innovation-related investments.
- Productivity improvements.
- Growth outcomes.

Regular evaluation helps organizations identify strengths and areas requiring improvement.

5.5 Contribution of the Study

This study contributes to both academic and practical fields.

Academic Contribution

The study expands existing knowledge by examining the relationship between innovation and business growth within the Saudi context.

It provides evidence supporting the role of innovation as a multidimensional factor affecting organizational performance.

Practical Contribution

The study provides useful insights for managers and decision-makers by identifying which innovation practices have the greatest influence on growth.

The findings can assist organizations in designing effective innovation policies and allocating resources efficiently.

5.6 Limitations of the Study

Despite achieving its objectives, the study has several limitations:

- 1 .The study relied on questionnaire responses, which may reflect personal perceptions rather than fully objective organizational performance.
- 2 .The sample size was limited to **120** participants, which may affect the ability to generalize results to all **Saudi** organizations.

- 3 .The study used a cross-sectional design, meaning that data were collected at one specific point in time.
- 4 .Other factors affecting business growth, such as leadership style, organizational culture, and economic conditions, were not included.

5.7 Suggestions for Future Research

Based on the limitations and findings, future studies are recommended to:

- 1 .Examine innovation and business growth using larger samples covering different industries.
- 2 .Conduct comparative studies between sectors such as manufacturing, services, and technology.
- 3 .Use longitudinal research designs to examine innovation effects over time.
- 4 .Include additional variables such as:

Organizational culture.

Leadership style

Digital transformation capability.

Employee creativity.

- 5 .Conduct qualitative studies using interviews to gain deeper understanding of innovation practices.

5.8 Final Conclusion

The study concludes that innovation represents a fundamental strategic factor influencing business growth in Saudi organizations.

The results confirm that organizations adopting technological, administrative, and marketing innovation practices achieve higher levels of competitiveness, efficiency, and sustainable development.

In the era of digital transformation and economic diversification, innovation has become essential for organizations seeking long-term success. Therefore, strengthening innovation capabilities should remain a priority for Saudi organizations aiming to achieve growth and contribute to the objectives of **Vision 2030**.

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الاستبيان

السيدة : المحترم

السلام عليكم ورحمة الله وبركاته

اود إبلاغكم بأنني طالب في جامعة ميدأوشن - كلية الإدارة - تخصص ماجستير في اداره الاعمال و أعمل حالياً علي بحث بعنوان " أثر الابتكار في نمو الاعمال في المنظمات السعودية

" بالتطبيق على المشاريع الانشائية في منطقة شوران في المدينة المنورة كجزء من متطلبات درجة الماجستير في إدارة الاعمال . ونظرا لأهمية آرائكم القيمة.

أرجو منكم التفضل بالاجابة على هذا الاستبيان وأؤكد لكم ان إجاباتكم ستكون محل تقدير كبير وستعامل بسرية تامة ولن تستخدم الا لأغراض البحث العلمي . لذلك أرجو أن تكون إجاباتكم دقيقة وصادقة قدر الإمكان للمساهمة في تحقيق نتائج دقيقة .

شاكرة لكم حسن تعاونكم

المشرفين

د : الفصيل عبدالحميد محمد

سمية انس عبدالحكيم

د : فايز على جراد

طالب ماجستير اداره الاعمال

كلية الإدارة ، جامعة ميدأوشن

كلية الإدارة ، جامعة ميدأوشن

Questionnaire

Dear Sir/Madam :

Peace be upon you, and the mercy of Allah and His blessings,

I would like to inform you that I am a student at Midocean University – College of business Administration, specializing in a Master's degree in Business Administration. I am currently conducting research titled " The Impact of Innovation on Business Growth in Saudi Organizations", applied to construction projects in the Shoran area in Al-Madinah Al-Munawwarah, as part of the requirements for the Master's degree in business Administration .

Given the value of your opinions, I kindly request you to complete this survey. I assure you that your responses will be highly appreciated, treated with strict confidentiality, and used solely for academic research purposes. Therefore, I hope your answers will be as accurate and honest as possible to contribute to achieving reliable results.

Thank you for your cooperation.

Sincerely :

Sumayya Anas Abdulhakeem

Dr. Fayez Jarrad :

Master of Business Administration

Dr.Al-Faisal Abdulhameed

Candidate

College of Business Administration

Midocean University

Questionnaire

Section A: Demographic Information

Gender

☐ Male

☐ Female

Age

☐ Less than 30

☐ 30–40

☐ 41–50

☐ More than 50

Educational Level

☐ Diploma

☐ Bachelor's Degree

☐ Master's Degree

☐ PhD

Years of Experience

☐ Less than 5 years

☐ 5–10 years

☐ 11–15 years

☐ More than 15 years

Organization Sector

☐ Public

☐ Private

☐ Mixed

Job Position

☐ Employee

☐ Supervisor

☐ Manager

☐ Executive

Section B: Innovation (Independent Variable)

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	My organization adopts modern technologies regularly.					
2	Digital technologies improve work efficiency.					
3	The organization invests in advanced technological systems.					

4	Technology supports better decision-making.					
5	Employees receive training on new technologies.					
6	Management encourages creative ideas.					
7	Employees participate in decision-making.					
8	Administrative procedures are continuously improved.					
9	Leadership supports organizational innovation.					
10	The organization quickly adapts to changes.					
11	The organization frequently develops new marketing strategies.					
12	Digital marketing is effectively utilized.					
13	Customer feedback is considered when					

	developing services.					
14	Innovative promotional methods are adopted.					
15	Marketing activities strengthen customer relationships.					

Technological Innovation

Administrative Innovation

Marketing Innovation

Section C: Business Growth (Dependent Variable)

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Innovation has increased organizational revenues.					
2	Sales have improved due to innovation.					
3	Revenue growth has been consistent.					
4	Innovation has helped attract new customers.					
5	The organization's market share has increased.					
6	Innovation improves					

	competitive position.					
7	Innovation improves employee productivity.					
8	Work processes are more efficient because of innovation.					
9	Innovation reduces operational costs.					
10	Innovation increases organizational profitability.					
11	Innovation improves financial performance.					
12	Innovation contributes to long-term business growth.					

Revenue Growth

Market Share

Productivity

Profitability

Measurement Scale

Scale	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Thank You

Thank you for your valuable participation and contribution to this study.